



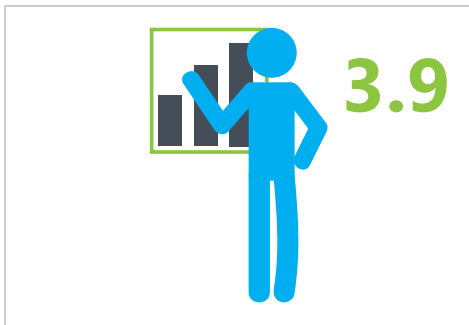
Development Report

Overview



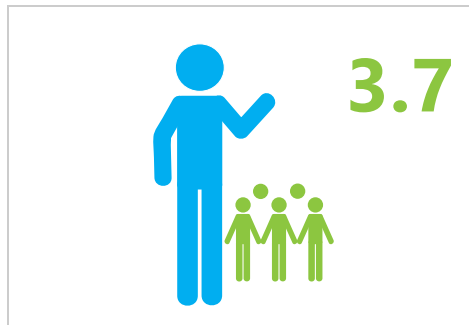
Your development journey begins here! You recently completed the OutMatch Assessment, a work-related measure of your innate tendencies. This Development Report will help you to discover more about those tendencies, and how they influence the way you work. Start by reviewing the summary details below before moving on to the next page.

Top 3 Competencies



Understanding our Business

Use the lens of Panera's Mission and Vision to understand the levers that drive our business, and help others do the same.



Living Panera Warmth

Authentically demonstrate compassion through responsiveness to customers and co-workers.



Driving Results

Commit to operational discipline. Be reliable and focused on outcomes without getting flustered or distracted.



Key Insights



Development begins with self-awareness. Discover how certain attributes influence workplace competencies using the information below.

The Job Match tab shows competencies that are linked to success in this job. Competencies are measured on a scale of 0.0 – 5.0 (5.0 is the highest). Your score is indicated by the person image.

The Competencies tab shows each attribute that contributes to these competencies. For each attribute measured, the match area (shaded area) represents the ideal for this role. The person image represents your natural tendency for each attribute. When you are within the match area, your natural tendency is likely to help you. When you are outside the match area, your natural tendency may limit you and may require some attention.

Think about your work-related goals, and use this information to identify which competencies you'd like to use for Developmental action planning. In the next section, you'll find information on developing those competencies by managing your natural attributes.

Job Match



COMPETENCY MATCH

A measure of behavioral traits and their impact on the key competencies for the role



PROFIT AND LOSS

A measure of an individual's ability to read a Profit and Loss Statement

Match Area =

PROFIT AND LOSS

Profit & Loss Numerical Reasoning

Low

High

The Definition

A measure of an individual's ability to understand a Profit and Loss Statement.

Key Insight Narrative

Very effective at interpreting and drawing conclusions from data and numerical information.

COMPETENCY MATCH

EMBRACING CHANGE



The Definition

Effectively communicate, and advocate for, new and different ways of thinking and doing.

PLANNING AND PRIORITIZING



The Definition

Focus yourself and your team ahead of time on the highest priorities that add the most value.

CREATIVE PROBLEM-SOLVING



The Definition

Gather insights, understand root causes and create solutions that produce long term results.

UNDERSTANDING OUR BUSINESS



The Definition

Use the lens of Panera's Mission and Vision to understand the levers that drive our business, and help others do the same.

BUILDING TEAM



The Definition

Identify, select for and build upon others' strengths. Inspire by building trust and leading with humility, from the front.

PERFORMANCE MANAGEMENT



The Definition

Set clear objectives and coach through actionable feedback.

DRIVING RESULTS



The Definition

Commit to operational discipline. Be reliable and focused on outcomes without getting flustered or distracted.

LIVING PANERA WARMTH



The Definition

Authentically demonstrate compassion through responsiveness to customers and co-workers.

EMBRACING CHANGE



Effectively communicate, and advocate for, new and different ways of thinking and doing.

- Criticism Tolerance - Is likely to seek feedback and input from others when championing a change initiative.
- Follow Through - May not consistently follow up to ensure others are making the right changes for success.
- Multitasking - Is likely motivated by managing unpredictable and constantly changing environments; should lead others to adapt well through change initiatives.
- Realistic Thinking - May be idealistic when leading change; may push forward changes without considering their practical implications.
- Work Intensity - May find it difficult to adapt to frequent changes and to motivate others to adjust.

Criticism Tolerance



The Definition

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

Key Insight Narrative

Criticism Tolerance - Is likely to seek feedback and input from others when championing a change initiative.

Follow Through



The Definition

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

Key Insight Narrative

Follow Through - May not consistently follow up to ensure others are making the right changes for success.

Multitasking



The Definition

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

Key Insight Narrative

Multitasking - Is likely motivated by managing unpredictable and constantly changing environments; should lead others to adapt well through change initiatives.

Realistic Thinking



The Definition

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

Key Insight Narrative

Realistic Thinking - May be idealistic when leading change; may push forward changes without considering their practical implications.

Work Intensity



The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

Key Insight Narrative

Work Intensity - May find it difficult to adapt to frequent changes and to motivate others to adjust.

PLANNING AND PRIORITIZING



Focus yourself and your team ahead of time on the highest priorities that add the most value.

- Cautious Thinking - Will likely develop plans that are neither overly conservative nor too risky.
- Detail Interest - May overlook details when putting plans in place.
- Follow Through - Should emphasize closing out steps and meeting timelines to ensure projects are completed as planned.
- Multitasking - Adjusts to competing demands and changing priorities.
- Process-Focused - Should be able to manage projects initiatives without becoming too immersed in the planning process.
- Realistic Thinking - May focus on how things could be or should be rather than on practical considerations during the planning process.
- Work Intensity - May struggle with time management and ensuring enough time is allocated to complete the needed tasks.

Cautious Thinking



The Definition

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

Key Insight Narrative

Cautious Thinking - Will likely develop plans that are neither overly conservative nor too risky.

Detail Interest



The Definition

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

Key Insight Narrative

Detail Interest - May overlook details when putting plans in place.

Follow Through



The Definition

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

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Follow Through - Should emphasize closing out steps and meeting timelines to ensure projects are completed as planned.

Multitasking



The Definition

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Key Insight Narrative

Multitasking - Adjusts to competing demands and changing priorities.

Process-Focused



The Definition

The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

Key Insight Narrative

Process-Focused - Should be able to manage projects initiatives without becoming too immersed in the planning process.

Realistic Thinking



The Definition

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

Key Insight Narrative

Realistic Thinking - May focus on how things could be or should be rather than on practical considerations during the planning process.

Work Intensity



The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

Key Insight Narrative

Work Intensity - May struggle with time management and ensuring enough time is allocated to complete the needed tasks.

CREATIVE PROBLEM-SOLVING



Gather insights, understand root causes and create solutions that produce long term results.

- Assertiveness - May be less likely to communicate ideas, solutions or opinions about the strategic vision of the business.
- Cautious Thinking - Should be capable of taking risks which can lead to innovation.
- Criticism Tolerance - Should be able to receive feedback objectively and use it to adjust and improve the vision.
- Realistic Thinking - Has a tendency to be idealistic when generating solutions and may be less concerned with the practicality or feasibility of implementation.
- Reflective Thinking - Is likely to view issues broadly and from multiple perspectives, and considers the long-

term impact when setting the strategic direction.

Assertiveness



The Definition

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

Key Insight Narrative

Assertiveness - May be less likely to communicate ideas, solutions or opinions about the strategic vision of the business.

Cautious Thinking



The Definition

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

Key Insight Narrative

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Criticism Tolerance



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The Definition

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Key Insight Narrative

Realistic Thinking - Has a tendency to be idealistic when generating solutions and may be less concerned with the practicality or feasibility of implementation.

Reflective Thinking

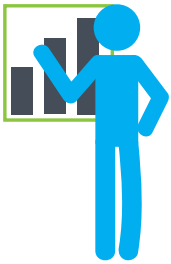


The Definition

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

Key Insight Narrative

Reflective Thinking - Is likely to view issues broadly and from multiple perspectives, and considers the long-term impact when setting the strategic direction.



Use the lens of Panera's Mission and Vision to understand the levers that drive our business, and help others do the same.

- Cautious Thinking - Will likely take calculated risks to expand the business, improve products, and stay ahead of the competition.
- Objective Thinking - Effectively balances intuition with data when drawing conclusions related to business results, market conditions, and the competition.
- Realistic Thinking - Will focus too much on new methods or ideas versus relying on tried and true methods in the industry.
- Reflective Thinking - Is very likely to evaluate relevant industry information and concepts before making business plans and taking action.

Cautious Thinking



The Definition

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

Key Insight Narrative

Cautious Thinking - Will likely take calculated risks to expand the business, improve products, and stay ahead of the competition.

Objective Thinking



The Definition

The extent to which individuals view information and situations factually, as opposed to viewing situations from a more personal frame of reference.

Key Insight Narrative

Objective Thinking - Effectively balances intuition with data when drawing conclusions related to business results, market conditions, and the competition.

Realistic Thinking



The Definition

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

Key Insight Narrative

Realistic Thinking - Will focus too much on new methods or ideas versus relying on tried and true methods in the industry.

Reflective Thinking



The Definition

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

Key Insight Narrative

Reflective Thinking - Is very likely to evaluate relevant industry information and concepts before making business plans and taking action.



Identify, select for and build upon others' strengths. Inspire by building trust and leading with humility, from the front.

- Accommodation - Is likely to be considerate of the team and make an effort to assist them as needed.
- Assertiveness - Is likely to be confident in a leadership role and will be comfortable establishing the direction for the team.
- Criticism Tolerance - May be sensitive to feedback and may resist adjusting to the needs of the team.
- Follow Through - Is likely to drive the team to complete projects and meet objectives consistently.
- Process-Focused - Less likely to organize or plan ahead which has the potential to lead others astray on unimportant or lower priority projects.
- Realistic Thinking - May, at times, be unrealistic when setting goals and may underestimate the time or resources required.
- Social Restraint - May come across as reserved, but should maintain a professional relationship with the team.
- Work Independence - May be more collaborative in nature, which at times, could be perceived as being overly dependent on the team or lacking the conviction needed to push the team forward.
- Work Intensity - Demonstrates a solid work pace and will lead the team to achieve team goals with a sufficient sense of urgency.

Accommodation



The Definition

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

Key Insight Narrative

Accommodation - Is likely to be considerate of the team and make an effort to assist them as needed.

Assertiveness



The Definition

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

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Assertiveness - Is likely to be confident in a leadership role and will be comfortable establishing the direction for the team.

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The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

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Criticism Tolerance - May be sensitive to feedback and may resist adjusting to the needs of the team.

Follow Through



The Definition

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

Key Insight Narrative

Follow Through - Is likely to drive the team to complete projects and meet objectives consistently.

Process-Focused



The Definition

The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

Key Insight Narrative

Process-Focused - Less likely to organize or plan ahead which has the potential to lead others astray on unimportant or lower priority projects.

Realistic Thinking



The Definition

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

Key Insight Narrative

Realistic Thinking - May, at times, be unrealistic when setting goals and may underestimate the time or resources required.

Social Restraint



The Definition

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

Key Insight Narrative

Social Restraint - May come across as reserved, but should maintain a professional relationship with the team.

Work Independence



The Definition

The extent to which individuals prefer to rely on themselves as opposed to a preference for collaborating and seeking support from others.

Key Insight Narrative

Work Independence - May be more collaborative in nature, which at times, could be perceived as being overly dependent on the team or lacking the conviction needed to push the team forward.

Work Intensity



The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

Key Insight Narrative

Work Intensity - Demonstrates a solid work pace and will lead the team to achieve team goals with a sufficient sense of urgency.



Set clear objectives and coach through actionable feedback.

- Criticism Tolerance - Is tolerant of criticism from others; should be open to providing feedback, receiving feedback from others, and modeling this behavior when coaching others.
- Multitasking - Should be able to prioritize the development of others, even when faced with competing demands.
- Optimism - May focus too much on setbacks when providing feedback, rather than emphasizing solutions or lessons learned to facilitate growth.
- Positive View of People - Has a positive view of others; will likely recognize the strengths of others and provide them with challenging growth opportunities.
- Realistic Thinking - May set unrealistic or overly challenging development goals for others.
- Sociability - May not invest the time to establish rapport with coworkers, which may impact the ability to coach team members effectively.
- Work Intensity - Is likely to have a slower work pace; may not find the time to coach and develop others.

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Multitasking



The Definition

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

Key Insight Narrative

Multitasking - Should be able to prioritize the development of others, even when faced with competing demands.

Optimism



The Definition

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

Key Insight Narrative

Optimism - May focus too much on setbacks when providing feedback, rather than emphasizing solutions or lessons learned to facilitate growth.

Positive View of People



The Definition

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

Key Insight Narrative

Positive View of People - Has a positive view of others; will likely recognize the strengths of others and provide them with challenging growth opportunities.

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Sociability



The Definition

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

Key Insight Narrative

Sociability - May not invest the time to establish rapport with coworkers, which may impact the ability to coach team members effectively.

Work Intensity



The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

Key Insight Narrative

Work Intensity - Is likely to have a slower work pace; may not find the time to coach and develop others.

DRIVING RESULTS



Commit to operational discipline. Be reliable and focused on outcomes without getting flustered or distracted.

- Detail Interest - May not be overly concerned with details; will keep the big picture in mind to achieve the desired outcome.
- Follow Through - Is likely to persist and place high importance on completing all tasks assigned.
- Multitasking - Is likely to thrive in an environment with multiple work demands; is able to efficiently switch between tasks to ensure results are achieved.
- Process-Focused - Should approach projects without extensive planning, but should be capable of using organizational techniques to achieve results and meet deadlines.
- Realistic Thinking - May be imaginative and idealistic which could impact the ability to focus on executing tasks and obtaining tangible results.
- Work Intensity - May lack a sense of urgency which could inhibit the ability to inspire high effort and urgency in others.

Detail Interest



The Definition

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

Key Insight Narrative

Detail Interest - May not be overly concerned with details; will keep the big picture in mind to achieve the desired outcome.

Follow Through



The Definition

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Authentically demonstrate compassion through responsiveness to customers and co-workers.

- Accommodation - Is naturally accommodating and will likely focus efforts on ensuring the organization is meeting and anticipating customer needs.
- Follow Through - Is likely to follow through on commitments made to customers.
- Interpersonal Insight - Is likely to ask questions and invest effort to understand customers' needs and concerns.
- Optimism - Is likely to show concern or sensitivity to customers when dealing with challenging situations.
- Positive View of People - Tends to assume positive intent when engaging with customers, which may help to build open and trusting business relationships.
- Sociability - May not consistently engage customers, which could negatively impact the level of service or quality of the relationship.
- Social Restraint - Is somewhat expressive; should maintain an approachable yet professional demeanor when engaging with customers.
- Work Intensity - May not display as much urgency as is desired when managing customer challenges and may not instill a sense of urgency among employees.

Accommodation



The Definition

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

Key Insight Narrative

Accommodation - Is naturally accommodating and will likely focus efforts on ensuring the organization is meeting and anticipating customer needs.

Follow Through



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Key Insight Narrative

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Interpersonal Insight



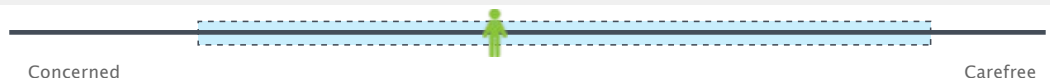
The Definition

The extent to which individuals are aware of or "tuned in" to others' feelings, motivations, and behaviors.

Key Insight Narrative

Interpersonal Insight - Is likely to ask questions and invest effort to understand customers' needs and concerns.

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The Definition

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Work Intensity - May not display as much urgency as is desired when managing customer challenges and may not instill a sense of urgency among employees.



Tips

Focus On Developmental Planning



Use this Development Guide to help leverage your strengths and close behavioral gaps.

Keep the following in mind as you review the guide:

- Don't worry, this isn't a general how-to guide for your life. The development feedback is specific to you in relation to the behaviors needed for job success.
- Strengths and gaps were uncovered by your assessment responses, and as such, may reflect your self-perceptions. Others may see you differently.
- Remember, everyone has strengths and gaps. Treat the suggestions below as a friend giving you tips for success.

Within each tab, review the Tips for developmental suggestions. Take notes as you read, to help create an action plan to accelerate your development. For follow-up and continued progress, access the information provided for each attribute.



Leveraging Strengths

ACCOMMODATION

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

Tips

Leveraging Your Accommodation Style

(this may impact the following competency(ies): Living Panera Warmth, Building Team)

You are naturally helpful, so look for ways to help others daily. Helping someone complete a task or offering advice goes a long way to building lasting work relationships.

Leverage your natural tendency to accommodate others by connecting with new people every day to make them feel welcome.

Try to connect people that have things in common. Make introductions when people do not know each other.

Learn More for Personal Growth

- The Case for Radical Transparency (TEDx Talks): [Learn More](#)
- Working with Upset Customers (LinkedIn Learning): [Learn More](#)
- Be Our Guest: Perfecting the Art of Customer Service (Disney Institute Book)
- Delivering Happiness: A Path to Profits, Passion, and Purpose Paperback (Tony Hsieh)

ASSERTIVENESS

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

Tips

Leveraging Your Assertiveness Style

(this may impact the following competency(ies): Building Team)

Leverage your assertiveness by asking for what you or your key customers need to be successful (such as resources, support, or development training).

Practice expressing your ideas clearly, directly, and concisely to ensure that others understand your message.

You are comfortable standing up for what you believe in while maintaining a respectful demeanor. Use this to your benefit to champion for your customers or team. Be an advocate for those who rely on you.

Learn More for Personal Growth

- Improving Your Listening Skills (LinkedIn Learning): [Learn More](#)
- 10 Ways to Have a Better Conversation (TED Talks): [Learn More](#)
- Changing Behavior: Immediately Transform Your Relationships with Easy-to-Learn, Proven Communication Skills (Georgianna Donadio)
- 10 Steps To Effective Listening (Forbes)

CAUTIOUS THINKING

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

Tips

Leveraging Your Cautious Thinking Style

(this may impact the following competency(ies): Understanding our Business, Planning and Prioritizing, Creative Problem-Solving)

Leverage your ability to be balanced in how you take risks. Voice your opinion and ask questions to ensure your concerns are being heard and addressed. Remember to be decisive once your mind is made up.

If others make decisions too quickly, ask questions to help them consider contingencies or long term consequences. If others make decisions too slowly, help them see the impact of not making timely decisions.

Share your decision making process with others. At what point do you feel secure to make a decision? How do you weigh your options? Mentor others and help those who are more indecisive to better evaluate and commit to decisions.

Learn More for Personal Growth

- 3 Ways to Make Better Decisions — by Thinking Like a Computer (TEDx Talks): [Learn More](#)
- The Unexpected Benefit of Celebrating Failure (TED Talks): [Learn More](#)
- Taking Smart Risks: How Sharp Leaders Win When Stakes are High (Doug Sundheim)
- Smart Choices: A Practical Guide to Making Better Decisions (John S. Hammond, Ralph L. Keeney, Howard Raiffa)

CRITICISM TOLERANCE

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

Tips

Leveraging Your Criticism Tolerance Style

(this may impact the following competency(ies): Performance Management, Embracing Change, Creative Problem-Solving)

You are likely to interpret feedback appropriately, and focus on the message, rather than having an emotional reaction to the information (or discounting it altogether). Use this to your advantage by applying the lessons learned from criticism or suggestions from others to improve your work performance.

Many coworkers get discouraged when they receive criticism. However, sometimes some of the best lessons you learn at work will come from observations from others or performance improvement suggestions from a boss or mentor. Leverage your objective outlook to take feedback to heart and consistently work to improve your skill set.

Help others see the value of feedback and critical discussions. If you can help to establish a positive feedback culture at work, and react in a positive way to criticism from others, you can help create a culture of accountability and open communication. Your willingness to hear what others have to say will go a long way towards improving work performance.

Learn More for Personal Growth

- How to Use Others' Feedback to Learn and Grow (TEDx Talks): [Learn More](#)
- Giving and Receiving Feedback (LinkedIn Learning): [Learn More](#)
- Four Ways to Give Good Feedback (Time Magazine)
- Crucial Conversations Tools for Talking When Stakes Are High, Second Edition (Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler)

DETAIL INTEREST

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

Tips

Leveraging Your Detail Interest Style

(this may impact the following competency(ies): Driving Results)

You have a natural ability to pay attention to the right amount of details. Use this skill to connect with others and adjust to your environment.

Leverage your attention to detail to help the organization avoid errors. Don't be afraid to speak up when you see a mistake that needs correcting.

Help others to understand the importance of the details but also the importance of staying grounded in the big picture.

Learn More for Personal Growth

- Deep Work: Rules for Focused Success in a Distracted World (Blinkist Summary) (LinkedIn Learning): [Learn More](#)
- Strategic Thinking (LinkedIn Learning): [Learn More](#)
- Deep Work: Rules for Focused Success in a Distracted World (Cal Newport)
- 4 Ways to Improve Your Strategic Thinking Skills (Harvard Business Review)

FOLLOW THROUGH

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

Tips

Leveraging Your Follow Through Style

(this may impact the following competency(ies): Living Panera Warmth, Driving Results, Building Team, Planning and Prioritizing)

Leverage your follow through style by committing to work tasks in which completion is critical to the organization. Look for opportunities to impact the business outside of your day-to-day responsibilities. Are there projects or individuals that could benefit from your follow through skills?

Consider how you might help others that struggle with follow through. Are there certain tools or techniques that help you accomplish your goals? Share tips and best practices.

Learn More for Personal Growth

- How to Break Away from Habit & Follow Through on Your Goals (TEDx Talks): [Learn More](#)
- Success Habits (LinkedIn Learning): [Learn More](#)
- Leadership Without Excuses: How to Create Accountability and High-Performance (Instead of Just Talking About It) (Jeff Grimshaw and Gregg Baron)
- The Best Strategic Leaders Balance Agility and Consistency (Harvard Business Review)

INTERPERSONAL INSIGHT

The extent to which individuals are aware of or "tuned in" to others' feelings, motivations, and behaviors.

Tips

Leveraging Your Interpersonal Insight Style

(this may impact the following competency(ies): Living Panera Warmth)

Leverage your interpersonal insight to appropriately adjust your behavior as you interact with others.

You have a natural ability to understand the feelings and behaviors of others. Use this ability to build strong relationships by demonstrating empathy and understanding.

Help someone who struggles with reading people. Observe the person and provide specific feedback on how the person could demonstrate stronger interpersonal insight to achieve a better result.

Learn More for Personal Growth

- Why Aren't We More Compassionate? (TED Talks): [Learn More](#)
- Communicating with Empathy (LinkedIn Learning): [Learn More](#)
- Everybody Matters: The Extraordinary Power of Caring for Your People Like Family (Bob Chapman and Raj Sisodia)
- Leaders Eat Last: Why Some Teams Pull Together and Others Don't (Simon Sinek)

MULTITASKING

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

Tips

Leveraging Your Multitasking Style

(this may impact the following competency(ies): Performance Management, Driving Results, Embracing Change, Planning and Prioritizing)

Leverage this strength by multitasking smartly. Group together tasks that require a similar skill, mindset, or level of concentration. By streamlining your process, you can complete tasks with greater efficiency and ease.

To maximize your productivity, differentiate between those tasks that require focus and those you can multitask. There are some tasks that you can easily dip in and out of without sacrificing quality. However, other tasks require your undivided attention for a solid period of time.

Because you are comfortable multitasking, you can use down time wisely by saving small, easy tasks for those brief windows of extra time you may find throughout the day.

Learn More for Personal Growth

- A Powerful Way to Unleash your Natural Creativity (TED Talks): [Learn More](#)
- Becoming Indistractable (LinkedIn Learning): [Learn More](#)
- Secrets of Multitasking: Slow down to Speed up (American Management Association)
- The Effective Executive: The Definitive Guide to Getting the Right Things Done (Harperbusiness Essentials) (Peter F. Drucker)

OBJECTIVE THINKING

The extent to which individuals view information and situations factually, as opposed to viewing situations from a more personal frame of reference.

Tips

Leveraging Your Objective Thinking Style

(this may impact the following competency(ies): Understanding our Business)

Leverage your objective thinking style by finding opportunities to solve problems and make decisions. Your tendency to focus on facts and data can be incredibly valuable when tackling tough organizational challenges. When your team is faced with a challenge, volunteer to consider options and propose fact-based actions.

Share your decision making process to help others understand how you arrived at your conclusions. Explain your thinking and share the facts that you considered. Speak up in meetings and volunteer your point of view.

Your ability to be objective makes you less likely to take things personally. Utilize this strength by asking for feedback and constructive criticism to help you improve.

Learn More for Personal Growth

- Learned Intuition (TEDx Talks): [Learn More](#)
- 3 Ways to Make Better Decisions--By Thinking like a Computer (TEDx Talks): [Learn More](#)
- Outsmart Your Own Biases (Harvard Business Review)
- The Science of Intuition: How to Access the Inner-net of Intuitive Knowledge (Nora Truscello)

OPTIMISM

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

Tips

Leveraging Your Optimism Style

(this may impact the following competency(ies): Living Panera Warmth)

You likely view challenges as opportunities. Utilize this strength by taking risks and trying novel approaches.

Some coworkers might become discouraged when faced with a challenge. Leverage your positive outlook to encourage your coworkers. Share your belief that it is possible to overcome any challenge! Redirect negativity towards productive conversations.

Help others see the big picture. Some coworkers may have difficulty seeing past recent downturns. However, your positive outlook can help your team move on from setbacks and focus on the future.

Learn More for Personal Growth

- Being Positive at Work (LinkedIn Learning): [Learn More](#)
- The Optimism Bias (TED Talks): [Learn More](#)
- Optimism might be Stifling your Team (Harvard Business Review)
- Learned Optimism: How to Change Your Mind and Your Life (Martin E. P. Seligman)

POSITIVE VIEW OF PEOPLE

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

Tips

Leveraging Your Positive View of People Style

(this may impact the following competency(ies): Living Panera Warmth, Performance Management)

Others will respond favorably to your open and trusting style. Use this to your benefit by establishing mutually-beneficial work relationships that you can leverage to grow your career.

Because you feel comfortable trusting other people, find ways to delegate wisely. Let others try tasks that you have mastered, so you are free to try new challenges. Or conversely, delegate more difficult tasks to those who may be more capable than you.

Help others see the positive in customers and coworkers. Find opportunities to show recognition and express appreciation. Set an example by giving second chances.

Learn More for Personal Growth

- Guidelines for navigating performance issues (LinkedIn Learning): [Learn More](#)
- How to Build (and Rebuild) Trust (TED Talks): [Learn More](#)
- Journey to the Emerald City: Achieve a Competitive Edge by Creating a Culture of Accountability (Roger Connors and Tom Smith)
- Cultivate: The Power of Winning Relationships (Morag Barrett)

PROCESS-FOCUSED

The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

Tips

Leveraging Your Process-Focused Style

(this may impact the following competency(ies): Driving Results, Planning and Prioritizing)

Your process-focused work style is an asset, so find opportunities to create or improve processes for areas under your responsibility. Document successful processes and share them with others.

When working in teams, volunteer to create detailed project plans. Use this plan to keep everyone in alignment and on track for completion. Share tools and techniques you've applied with others that might struggle with staying organized.

Learn More for Personal Growth

- Adaptability Creates Opportunities (TEDx Talks): [Learn More](#)
- Prioritizing Your Tasks (LinkedIn Learning): [Learn More](#)
- You're obsessed with outcomes. Here's why attention to process pays off. (Washington Post)
- The Practicing Mind: Developing Focus and Discipline in Your Life - Master Any Skill or Challenge by Learning to Love the Process (Thomas Sterner)

REFLECTIVE THINKING

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

Tips

Leveraging Your Reflective Thinking Style

(this may impact the following competency(ies): Understanding our Business, Creative Problem-Solving)

Leverage your preference for careful consideration to research relevant data and information. Plan ahead to ensure you have given yourself enough time to gather the facts before you need to take action.

Often, our work day is so busy with action oriented tasks, that it can be difficult to find time for thoughtful consideration. Schedule time to allow yourself to think without distractions. You may also want to schedule meetings with others for the sole purpose of thinking through ideas and solutions.

Learn More for Personal Growth

- Making Quick Decisions (LinkedIn Learning): [Learn More](#)
- Reflection and Team Innovation (LinkedIn Learning): [Learn More](#)
- Avoid Overthinking Decisions With These 7 Easy Tips (INC)
- Deciding How to Decide (Harvard Business Review)

SOCIAL RESTRAINT

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

Tips

Leveraging Your Social Restraint Style

(this may impact the following competency(ies): Living Panera Warmth, Building Team)

Others likely perceive you as being approachable and tactful. Leverage this by engaging in meaningful conversation and being an active listener.

Set an example for others by maintaining composure during times of stress or interpersonal conflict. Your ability to react calmly and appropriately will be an asset when navigating tense situations.

Learn More for Personal Growth

- Body Language and Approachability (LinkedIn learning): [Learn More](#)
- Preparing for Successful Communication (LinkedIn Learning): [Learn More](#)
- The Benefits Of Expressing Your Emotions (Forbes)
- How Leaders Can Open Up to Their Teams Without Oversharing (Harvard Business Review)

WORK INTENSITY

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

Tips

Leveraging Your Work Intensity Style

(this may impact the following competency(ies): Building Team)

Leverage your work intensity style by working even more efficiently. Group together tasks that require a similar skill, mindset, or level of concentration. By streamlining your process, you can complete tasks with greater ease.

Give yourself strategic breaks to recharge and reset. This will help you maintain a rigorous work pace without sacrificing quality.

Although you tend to complete work quickly, be sure to plan and organize your schedule to avoid rushing at the last minute.

Learn More for Personal Growth

- Getting Things Done (LinkedIn Learning): [Learn More](#)
- Prioritizing Your Tasks and Time (LinkedIn Learning): [Learn More](#)

- Pace and Productivity: When Faster and More Isn't Always Better (Huffington Post)
- What the Most Successful People Do Before Breakfast: And Two Other Short Guides to Achieving More at Work and at Home (Laura Vanderkam)



Closing Gaps

ASSERTIVENESS

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

Tips

Adapting Your Assertiveness Style

(this may impact the following competency(ies): Creative Problem-Solving)

Practice asserting yourself by actively participating in meetings or group settings. Take time to prepare in advance, listen attentively, ask and respond to questions and request clarification when needed. This will help you feel more comfortable when you need to take the lead or express your opinion.

Remember that your thoughts, ideas, and opinions are as valid as anyone else's so be confident in what you say and do.

Avoid using language that devalues your ideas or opinions. Take out filler words and qualifying phrases, such as "I could be wrong, but..." and "I just think that..."

Learn More for Personal Growth

- Improving Your Listening Skills (LinkedIn Learning): [Learn More](#)
- 10 Ways to Have a Better Conversation (TED Talks): [Learn More](#)
- Changing Behavior: Immediately Transform Your Relationships with Easy-to-Learn, Proven Communication Skills (Georgianna Donadio)
- 10 Steps To Effective Listening (Forbes)

CRITICISM TOLERANCE

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

Tips

Adapting Your Criticism Tolerance Style

(this may impact the following competency(ies): Building Team)

People that are more sensitive to criticism tend to be very concerned about meeting the expectations of others and sometimes take it personally when they receive feedback otherwise. Focus on the message and how you can improve, rather than the emotion you may feel, and you will be able to better use the feedback to your benefit.

If you have an emotional reaction when others give you feedback, this may affect their willingness to provide you with feedback in the future. Take notes on their specific comments so that you can refer back to them later and consider their suggestions carefully. By doing this, you will be able to focus on the specifics of their suggestions, rather than your initial reaction to hearing the feedback. Make sure to take time to process the information you receive before discussing in detail. Also, make a point to thank others for sharing their thoughts with you, so that you keep feedback channels open in the future.

Learn More for Personal Growth

- How to Use Others' Feedback to Learn and Grow (TEDx Talks): [Learn More](#)
- Giving and Receiving Feedback (LinkedIn Learning): [Learn More](#)
- Four Ways to Give Good Feedback (Time Magazine)
- Crucial Conversations Tools for Talking When Stakes Are High, Second Edition (Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler)

DETAIL INTEREST

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

Tips

Adapting Your Detail Interest Style

(this may impact the following competency(ies): Planning and Prioritizing)

Use to-do lists to organize your work. Listing everything you need to accomplish will prevent you from overlooking important tasks. It may also be beneficial to allocate time to review your work for accuracy.

Identify those areas of your work in which quality and attention to detail are critical. Set aside time to review your work and check for accuracy. If possible, ask a coworker to double check your work.

Avoid distractions such as checking e-mail and talking to peers when working on tasks that require attention to detail. Conduct regular self-assessments to determine how well your efforts to be detail-oriented at work are doing. Have you overlooked projects, missed deadlines, made mistakes or otherwise run behind? Continually tracking where you are and where you want to be will help keep you focused on this ongoing professional development effort.

Learn More for Personal Growth

- Deep Work: Rules for Focused Success in a Distracted World (Blinkist Summary) (LinkedIn Learning): [Learn More](#)
- Strategic Thinking (LinkedIn Learning): [Learn More](#)
- Deep Work: Rules for Focused Success in a Distracted World (Cal Newport)
- 4 Ways to Improve Your Strategic Thinking Skills (Harvard Business Review)

FOLLOW THROUGH

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

Tips

Adapting Your Follow Through Style

(this may impact the following competency(ies): Embracing Change)

Successful follow-through requires some up-front preparation. Once you commit to a project, break down the steps and assign a deadline to each task. As you complete each step, check-in with your deadline to see if you are on track or not.

Take a look at the work you are expected to accomplish today. Hold yourself to a slightly higher standard and try to accomplish more. Set a personal goal to complete more tasks than you have in the past.

Be forthright with your coworkers about your ability to complete a task or project within a given time frame. Don't overcommit. Consider enlisting a colleague to help keep you accountable to the promises you make to yourself and others. If you do get off track, let coworkers know immediately so they can help you course correct.

Learn More for Personal Growth

- How to Break Away from Habit & Follow Through on Your Goals (TEDx Talks): [Learn More](#)
- Success Habits (LinkedIn Learning): [Learn More](#)
- Leadership Without Excuses: How to Create Accountability and High-Performance (Instead of Just Talking About It) (Jeff Grimshaw and Gregg Baron)
- The Best Strategic Leaders Balance Agility and Consistency (Harvard Business Review)

OPTIMISM

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

Tips

Adapting Your Optimism Style

(this may impact the following competency(ies): Performance Management)

You may find yourself so preoccupied with what could go wrong, that you become discouraged and want to give up. Make an effort to turn negative thinking into constructive problem solving. Break down large obstacles into manageable steps, and focus on one step at a time. As challenges arise, take time to explore solutions.

Avoid the urge to immediately criticize an idea. Instead, stay open-minded and allow others to fully explain their thoughts. Be willing to explore options that you may initially be averse to.

Being overly negative can impact your relationships with your coworkers. If you are feeling worried or pessimistic, consider whether you need to express your opinion and how it might impact others. It might be better to find a more positive way to phrase your concern.

Learn More for Personal Growth

- Being Positive at Work (LinkedIn Learning): [Learn More](#)
- The Optimism Bias (TED Talks): [Learn More](#)
- Optimism might be Stifling your Team (Harvard Business Review)
- Learned Optimism: How to Change Your Mind and Your Life (Martin E. P. Seligman)

PROCESS-FOCUSED

The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

Tips

Adapting Your Process-Focused Style

(this may impact the following competency(ies): Building Team)

Take ten minutes at the beginning of each workday to prioritize your tasks. Keep a short list of things that are necessary to accomplish and work through the list in order of priority. Check completed items off as you accomplish them.

Before you start a task, make sure you take the time to think through the important steps. Are there things you should do before you can proceed from one step to another? Are there tasks that can be worked on simultaneously? What should be done during each step?

Leverage technology to keep your schedule and projects running smoothly. Features like color coding and audio alarms can help you ensure that you don't miss appointments or deadlines.

Learn More for Personal Growth

- Adaptability Creates Opportunities (TEDx Talks): [Learn More](#)
- Prioritizing Your Tasks (LinkedIn Learning): [Learn More](#)
- You're obsessed with outcomes. Here's why attention to process pays off. (Washington Post)
- The Practicing Mind: Developing Focus and Discipline in Your Life - Master Any Skill or Challenge by Learning to Love the Process (Thomas Sterner)

REALISTIC THINKING

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

Tips

Adapting Your Realistic Thinking Style

(this may impact the following competency(ies): Understanding our Business, Performance Management, Driving Results, Embracing Change, Building Team, Planning and Prioritizing, Creative Problem-Solving)

Before you make a decision, define the solution requirements and constraints. Use these as guidelines in your decision making process to ensure the final solution is practical in the given situation. Make this a habit.

Ask those who will be affected by your decisions if the decision is workable. If they don't think the decision is feasible, ask for feedback. Listen for factors that you did not consider. Are there obstacles you did not see? Can you learn from how they analyzed the situation?

What may seem like a novel idea or revolutionary change, may, in fact, be a concept that was previously considered and discarded after analysis. When you have a new idea, do your research before proposing it. Learn if colleagues, or even other organizations, have ever tried this idea. What happened? Why hasn't this idea been implemented in your organization?

Learn More for Personal Growth

- Creative Thinking (LinkedIn Learning): [Learn More](#)
- Consider the Future and Learn from the Past (LinkedIn Learning): [Learn More](#)
- How Successful People Think: Change your Thinking Change your Life (John C. Maxwell)
- Creative Confidence: Unleashing the Creative Potential Within Us All (Tom & David Kelley)

SOCIABILITY

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

Tips

Adapting Your Sociability Style

(this may impact the following competency(ies): Living Panera Warmth, Performance Management)

Push yourself to move beyond your comfort zone socially. Set a goal to initiate social interactions with coworkers or subordinates, such as having lunch with someone new at least once a week. Make a special effort to show up to voluntary work events.

Recognize the importance of building authentic relationships with coworkers and set a goal to get to know people as individuals. Ask questions and show genuine interest, but be cognizant to respect your coworker's privacy by avoiding invasive or overly personal questions.

If you have trouble thinking of things to talk about, make a list of topics that can encourage conversation. Sports, movies, and current events are subjects that can break the ice with people. However, stay away from political or controversial issues.

Learn More for Personal Growth

- The Power of Relationship Building (TEDx Talks): [Learn More](#)
- Build Relationships at Work (LinkedIn Learning): [Learn More](#)
- How to Win Friends & Influence People (Dale Carnegie)
- How Much Coworker Socializing Is Good For Your Career? (Forbes)

WORK INDEPENDENCE

The extent to which individuals prefer to rely on themselves as opposed to a preference for collaborating and seeking support from others.

Tips

Adapting Your Work Independence Style

(this may impact the following competency(ies): Building Team)

Determine the weight or importance of an issue before you seek input from others. If the issue isn't overly pressing, try to formulate a solution or decision on your own. This will help you gain confidence to make increasingly impactful decisions.

When discussing a problem with your boss or team, be ready with proposed solutions rather than wait for others to make suggestions. Come prepared with data and facts to support your ideas, so you will be more confident when making proposals.

Identify a colleague or friend who you can use as a sounding board. When you have doubts about your decisions, run your thoughts by that person.

Learn More for Personal Growth

- Delegating Tasks (LinkedIn Learning): [Learn More](#)
- Leading Yourself (LinkedIn Learning): [Learn More](#)
- How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions (David Straus & Thomas C. Layton)
- Why aren't you delegating? (Harvard Business Review)

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

Tips

Adapting Your Work Intensity Style

(this may impact the following competency(ies): Living Panera Warmth, Performance Management, Driving Results, Embracing Change, Planning and Prioritizing)

Set deadlines and stick to them. For longer term assignments, identify small, intermediary steps and assign a deadline to each one. Track your progress as you complete each step.

If you find yourself lacking energy during the day, try to take a few moments to take a step back from the task at hand and recharge.

Don't jump back and forth between tasks. It's easier to maintain your focus when it isn't divided. Finish the most important tasks first and then be purposeful in your intent to complete the rest.

Learn More for Personal Growth

- Getting Things Done (LinkedIn Learning): [Learn More](#)
- Prioritizing Your Tasks and Time (LinkedIn Learning): [Learn More](#)
- Pace and Productivity: When Faster and More Isn't Always Better (Huffington Post)
- What the Most Successful People Do Before Breakfast: And Two Other Short Guides to Achieving More at Work and at Home (Laura Vanderkam)



Resources

Company Resources



You can enhance on-the-job growth by seeking opportunities to learn. The following resources can help to drive successful performance in this job.

Welcome

As a leader in your organization, you are tasked with protecting not only the best interests of the business, but more importantly, taking care of the people who make your company great. This is not an easy thing to do, and the decisions you make are not always easy. You can leverage your OutMatch Development Report as an opportunity to pause and take a moment for yourself to reflect, assess, and grow both personally and professionally.

Your OutMatch Development Report can play a powerful role in helping unlock a greater depth of self-awareness and personal effectiveness. Your Development Report and the tips below will provide you with guidance to help you better understand your results for a more meaningful development journey.

Background

OutMatch Assessment is based on 30+ years of extensive personality and leadership research. It is a measure of your natural preferences and tendencies – not a measure of actual job performance. This tool is intended to provide insight into strengths and opportunity areas that could impact the display of certain behaviors that are especially important for leaders in your role.

This profile measures the following key leadership competencies which are especially important for this role at Panera. An effective leader at Panera should be successful at the following...

- Driving Results
- Creative Problem Solving
- Performance Management
- Understanding Our Business
- Planning & Prioritizing
- Building Teams
- Embracing Change
- Living Panera Warmth

Development Suggestions

In the following section of the Development Report we provide Development suggestions for minimizing or compensating for potential weaknesses. We highlight these areas based on what we have seen is important for your role. Some of these probably are areas you have already identified for improvement; others may be new.

For each suggestion, we have provided specific action steps you may want to include in your Development Action Plan. Suggestions may include on-the-job activities, books to read, or other resources. Think of these as a starting point and enlist the suggestions of others as you work to devise your plan of action.

Driving Results

If you are someone who is somewhat low keyed or non-assertive, you may be less effective or less comfortable than you would like to be in

situations that require you to take the initiative or to lead others. (For example, you may often find yourself saying "yes" when you would like to say "no.") To hold your team accountable for results, consider the following suggestions:

Activities

- Observe others who are assertive and influential in your organization. Try to incorporate some of their techniques into your personal style.
- Offer your ideas first in meetings.
- State your perspective in clear declarative sentences.
- Look for opportunities outside of work where you can practice being more vocal and persuasive without as much risk.
- When challenged, try not to back down quickly. Instead, restate your ideas to ensure others understand your perspective.

Resources

- [Holding Your Team Accountable](#) (LinkedIn Learning course)
- [Developing Positive Assertiveness](#) Crisp, Sam. (Book)
- [How to Win Friends and Influence People](#) Carnegie, Dale. (Book)
- [The What, Who and How of Delivering Results](#) (YouTube video)
- [Grit: The Power of Passion and Perseverance](#) Duckworth, Angela (book)

Creative Problem Solving

If you are someone who may not always take a structured, organized approach to solving problems or making decisions, you may find you need to become more systematic in your approach so that you do not leave out important steps in your thought processes, and lead your team most efficiently.

Activities

- Observe others who are assertive and influential in your organization. Try to incorporate some of their techniques into your personal style.
- Offer your ideas first in meetings.
- State your perspective in clear declarative sentences.
- Look for opportunities outside of work where you can practice being more vocal and persuasive without as much risk.
- When challenged, try not to back down quickly. Instead, restate your ideas to ensure others understand your perspective.

Resources

- [Holding Your Team Accountable](#) (LinkedIn Learning course)
- [Developing Positive Assertiveness](#) Lloyd, Sam (Book)
- [How to Win Friends and Influence People](#) Carnegie, Dale (Book)
- [The What, Who and How of Delivering Results](#) (YouTube video)
- [Grit: The Power of Passion and Perseverance](#) Duckworth, Angela (Book)

Creative Problem Solving

If you are someone who may not always take a structured, organized approach to solving problems or making decisions, you may find you need to become more systematic in your approach so that you do not leave out important steps in your thought processes, and lead your team most efficiently.

Activities

- Before making a major decision, write out the steps required for making that decision. What information do you need? What is the timeline? Where should you start? Always write these things down instead of only thinking it through in your head. This will help you to remember all the important things you need to consider.
- As you approach projects, make sure you take the time to sketch out the important steps. Are there things you need to do before you can proceed to step 1, or step 2? Are there things that can happen in parallel? What should be done during each step?
- Take the time to organize your thoughts before presenting your ideas to others. If you can present your ideas and plans to others in an organized fashion, you are more likely to receive positive feedback and responses, especially if you are seeking their help.

Resources

- [The Art of Problem Solving Accompanied by Ackoff's Fables](#) Ackoff, Russell (Book)
- [Smart Choices: A Practical Guide to Making Better Decisions](#) Hammond, John (Book)
- [Decision Traps: Ten Barriers to Brilliant Decision-Making and How to Overcome Them](#) Russo, Edward (Book)

- [CEO Logic: How to Think and Act Like a Chief Executive Johnson, C. Ray.](#) (Book)
- [Problem Solving & Critical Thinking: How to Build Vital Capabilities](#) (YouTube video)
- [Assumptive Goal Setting](#) (Podcast)
- [Act Like a Leader, Think Like a Leader Ibarra, Herminia](#) (Book)

Performance Management

As a leader, it can be really valuable to develop personal relationships and connections with each of your team members. If you are someone who is unlikely to waste productive time on the job socializing, your lack of social interest, or social comfort, may limit your effectiveness with customers, or potential customers, in developing good working relationships, in speaking before groups, etc. If you would like to improve your social confidence and your ability to comfortably relate to other people, consider the following suggestions:

Activities

- Set a goal for yourself to initiate some type of social interaction with colleagues or subordinates, such as having lunch with someone that you do not know particularly well at least once a week.
- Join a social organization like the Lions or Rotary Club that promotes social gatherings on a regular basis. This would provide an opportunity to interact freely with people whom you do not know and allow you to develop broader social skills in a safe environment - one that does not directly impact your career.
- Look for networking opportunities in your business. Join professional organizations where you have opportunity to meet and discuss common interests with others whom you do not know well.

Resources

- [The Fine Art of Small Talk: How to Start a Conversation, Keep It Going, Build Rapport -- And Leave a Positive Impression Fine, Debra](#) (Book)
- [How to Work a Room: Learn the Strategies of Savvy Socializing - For Business and Personal Success RoAne, Susan](#) (Book)
- [The Hidden Power of Social Networks: Understanding How Work Really Gets Done in Organizations Rob Cross, Andrew Parker, Robert L. Cross.](#) (Book)
- [Accountability Without Being a Jerk](#) (Podcast)
- [Getting Things Done Isn't Accountability](#) (Podcast)
- [The Making of a Manager: What to Do When Everyone Looks to You Zhuo, Julie](#) (Book)

Understanding Our Business

Over time, as we gain more experiences, many leaders tend to become more intuitive than data-driven in their thinking. That is, they may sometimes allow their feelings to influence or bias their judgement and decision-making. When this happens, their personal point of view could influence their perception of the facts. If this potential for subjectivity is not managed, it may lead to poor judgement and poor decisions.

As an example, if your experience with a particular person is negative in an early interaction, you may allow that experience to prejudice you against that person in future experiences. You may tend to discount what they have to say regardless of the merit of their ideas. Consider the following suggestions to become more data-driven in your decision-making.

Activities

- When you find yourself in a situation where you must solve a problem, make a decision, plan a project or influence others to your point of view, take some time to evaluate the data that is available. Discipline yourself to conduct research so that you know and understand the facts of the situation.
- Think of yourself as a lawyer: you may have valid feelings or intuition based on experience, but you still need the evidence to support your case. Avoid making decisions based on assumptions.
- When faced with a decision or when trying to come up with alternative solutions to problems or issues, make a list of the facts as you see them. Review the list (perhaps with a trusted friend, colleague or manager) to ensure that they are accurate rather than colored by your personal perceptions.
- Select an advisor or coach (someone you know to be objective) and use them as a sounding board for your decisions. Ask them how they make decisions and how they avoid letting their feelings influence their judgement.
- Before making a quick, impulsive, or instinctive decision, take the time to distance yourself from the situation. When you are calmer, reassess the situation and then make your decision.

Resources

- [Beyond Feelings: A Guide to Critical Thinking Ruggiero, Vincent](#) (Book)
- [The Art of Thinking Harrison, Allen.](#) (Book)

Planning & Prioritizing

If you are someone who finds it difficult to stay organized in your work habits, consider ways you can develop organization skills.

Activities

- Take ten minutes at the beginning of each workday to prioritize what you will be doing that day. Keep a short list of things that are necessary to accomplish and work the list.
- If you find yourself procrastinating before performing routine tasks, schedule a block of time in your schedule to complete these tasks.
- Work on only these tasks during that time and discipline yourself to focus on these tasks before moving to other, more interesting activities.
- Try to complete the projects that you start. If you have unfinished business, set an aggressive deadline, and make the extra effort to complete it.
- Because you enjoy handling many tasks at once, you may need to make a special effort to stay focused. Maintain a prioritized list of all your projects and responsibilities and keep it in sight. Set deadlines for interim steps to measure your progress in addition to having completion deadlines.
- Use an electronic calendar to remind you about deadlines and to help you remember important meetings. Using the reminder features of these calendars, set intermediate deadlines to ensure that you are progressing toward your goal in a timely fashion.
- Identify someone who is organized getting and good at planning activities. Ask them what tips and strategies they use to maintain organization.

Resources

- [Getting Things Done](#) (LinkedIn Learning course)
- [Concentration: How to Focus for Success \(Fifty Minute Series\)](#) Horn, Sam. (Book)
- [ConZentrate: Get Focused and Pay Attention, When Life Is Filled With Pressures, Distractions, and Multiple Priorities](#) Horn, Sam. (Book)
- [Organizing for the Creative Person](#) Lehmkuhl, Dorothy. (Book)
- [The Organized Executive: A Program for Productivity: New Ways to Manage Time, Paper, People, and the Electronic Office](#) Winston, Stephanie. (Book)
- [Stephanie Winston's Best Organizing Tips Quick, Simple Ways to Get Organized and Get on With Your Life](#) Winston, Stephanie. (Book)
- [Organize Your Office!: Simple Routines for Managing Your Workspace](#) Eisenberg, Ronni (Book)
- [How to Set Annual Goals](#) (Podcast)

Building Teams

As a leader, recognition doesn't often come frequently, and while you can probably maintain motivation without external rewards, you may fail to recognize when other people need feedback or recognition for work they have done. If you want to improve your ability to recognize others for their achievements try the following suggestions:

Activities

- Make an effort to give others feedback about their work. When possible, give positive recognition for work that is well done. Do not assume that others know what you are thinking.
- Consider awards or some type of special recognition for certain projects. Did someone meet his or her quarterly goal? Did someone exceed it? Did someone go out of his or her way to help a customer or colleague? Take them to lunch, honor them in front of the team, give them a gift certificate to see a movie, etc.
- Try using email to send short notes of encouragement or recognition for effort. Copy others who should be aware of the person's efforts.
- Remember to pass on positive feedback to your team. Let them know that others value their efforts.
- Pay attention to the needs and concerns of others. Make a concerted effort to give people credit for their contributions and pay attention to the way in which each person you work with contributes to the success of your organization.
- Work on developing more of a "win-win" style in dealing with others. Recognize that compromise and accommodation can be important in developing and maintaining effective work relationships.

Resources

- [Make Their Day! Employee Recognition That Works](#) Cindy Ventrice. (Book)
- [101 Recognition Secrets: Tools for Motivating and Recognizing Today's Workforce](#) Jeffries, Rosalind. (Book)
- [Build and Manage Effective Teams](#) (LinkedIn Learning course)
- [Tim Ferriss Show](#) (Podcast)
- [Simon Sinek talks culture with Zappos CEO Tony Hsieh](#) (YouTube video)
- [Simple Interviewer Training Part 1 of 2](#) (Podcast)
- [Simple Interviewer Training - Part 2 of 2](#) (Podcast)

Embracing Change

If you are likely to proceed when others might be cautious and hesitant, if not properly managed, this could also result in making decisions without sufficient consideration of alternatives and possible consequences. If work pressures are high, you may be more susceptible to the effects of stress or frustration than others and therefore you may be less resilient when faced with difficult circumstances. Consider the following suggestions to develop skills for embracing change and making good decisions.

Activities

- Take the situation to a neutral person, someone who can see the situation from an objective, third-party perspective. If you cannot find a neutral person, try to play this role for yourself and consider what advice such a person would offer.
- Try to see yourself and the situation from an objective point of view so that you can solve the problem without your feelings getting in the way.
- Think in terms of actions.
- What can you do to solve this problem?
- Also, think about the events that led up to the problem situation and try to find ways to avert trouble in the future.
- When implementing an initiative, make sure that you take the time to plan your actions. Before jumping in:
- Identify the issues that may arise during implementation. Who are the affected parties? Who needs to be involved in the process? What type of information do you need to get started?
- Develop a detailed plan and timeline. (What, when, who, and how)

Resources

- [How to Make Yourself Happy and Remarkably Less Disturbable](#) Ellis, Albert. (book)
- [Pulling Your Own Strings: Dynamic Techniques for Dealing With Other People and Living Your Life As You Choose](#) Dyer, Wayne. (book)
- [Building Resilience as a Leader](#) (LinkedIn Learning course)
- [Leading Your Team Through Change](#) (LinkedIn Learning course)
- [Oprah Winfrey on Career, Life, and Leadership](#) (YouTube video)
- [Fearology \(FEAR\), Part 1](#) (Podcast)
- [Fearology \(FEAR\), Part 2](#) (Podcast)

Living Panera Warmth

As a manager it can be easy to get a bit jaded and have a more critical view of others, which can impact how you view customers. The positive side to this is that you are likely to catch small mistakes others make before they become large ones and are unlikely to let other people take advantage of you. The negative side is that you may tend to be too perfectionistic, critical or hard to please. If these comments ring true for you, consider the following suggestions to increase your tolerance of others:

Activities

- Ask yourself if you maintain a balanced perspective on others -- that is, do you place equal emphasis on others' assets and liabilities (their strengths and their weaknesses)?
- Work on being more tolerant and more realistic in your expectations of people. Try to judge others as you would like to be judged and try to give people the benefit of the doubt and not assume their intentions are always suspect.
- Give others a second chance occasionally.
- Work at establishing relationships with others who are different from you. Interacting with people of different backgrounds will help you learn about the unique contribution others have to offer.

Resources

- [Customer Service Leadership](#) (LinkedIn Learning course)
- [Leadership Stories: 5-minute Lessons in Leading People](#) (LinkedIn Learning course)
- [Bringing Out the Best in People](#) Daniels, Aubrey (Book)
- [Creating a Culture of Service](#) (LinkedIn Learning course)
- [Customer Focused Leadership](#) (HBR article)
- [Creating Disney Magic](#) (podcast from Former Walt Disney World EVP, Lee Cockerell)

Action Planning

While it may seem trivial to focus inward, taking time to reflect on successes thus far and push through and learn from challenges you have encountered is more critical than ever to be a successful leader and grow. By taking a few minutes to focus internally and create a mini-Action Plan, you can push yourself to be the most effective leader you can be.

Tie your Development Report results to intentional daily development activities, and layer them into your daily routine. Review the Tips section of your report to generate ideas in addition to considering the questions below.

How can you accentuate your strengths to enhance your effectiveness?

- What other factors might be limiting your growth or success in a particular area (e.g., lack of experience, skill gaps, etc.)?
- Is there an opportunity for you to target the development of a new skill, brushing up on an area you are interested, or dedicating time to personal reflection and growth?
- Which competencies are most important for your role?
- How will you hold yourself accountable? Will you enlist the help of others?
- How will you know you are making progress? From whom will you seek additional feedback?
- How can you leverage similar techniques or tools to empower your team?

Additional Notes

Use this space to add your own notes, insights, goals, and action items.